Task V Staffing-USAF, Very brief info Q-2 / 7-0

1. Five most critical skills: Engineering, Computer Specialist, Intelligence Specialist (Linguist), Scientific and Technical, Mathmetician.

Staffing Levels: Unavailable

2. Attrition data: unavailable

3. Information unavailable at this time

4. Main recruitment source: ICDP, college graduates, retired military, and private industry.

5. Incentives: Traval and transportation according to JTR.

6. Data unavailable at this time

7. Very little - Refer applicants to DIA and other intelligence activities when we do not have suitable vacancies

8. Impact of pre-employment processing - candidates get discouraged by the time delays and the amount of paperwork. Many seek and find employment elsewhere.

9. Data not available

10. Information unavailable at this time

11. Information unavailable at this time

* 12. Recruiting and retaining clerical/administrative personnel is a very serious problem. For example, AF/IN in Washington, DC is authorized 10 secretarial positions. From Aug 87 to Mar 88, four of these positions have become vacant. Only one has been filled (effective 27 Mar). This is due to the difficulty of recruiting candidates who will accept a position with an intelligence organization and work in a secure environment. The positions all require special security clearances - which means they cannot enter-on-duty to the position until they are granted the clearance (usually 3 to 6 months). At FTD the attrition rate in clerical/administrative personnel last year was 14%.

13. Information unavailable at this time.

Changing staffing levels

1. Data unavailable

2. Data unavailable

3. Data unavailable

7-1

Memorie Space Intelligence Needs

HEADQUARTERS UNITED STATES AIR FORCE

DIRECTORATE OF FORCE MANAGEMENT
ASSISTANT CHIEF OF STAFF INTELLIGENCE

DATE: 20 June 88

STAT

MEMORANDUM FOR:

SUBJECT: NAPA Report - Staffing

1. Attached is additional information from FTD, ESC, and AFIA.

2. Also attached is assigned critical skills information.

3. In addition to the data listed it should be noted that special attention should be paid to the increasing importance of space intelligence.

* The requirements for intelligence specialist and other support occupational specialist is expected to rise drastically in the next five years. *

Mary Hooper
AFIINF
664-5423/4484

USAF FOREIGN TECHNOLOGY DIVISION (FTD)

Responses to NAPA Staffing Questions

NAPA STUDY - STAFFING

Q-2.1

Q-2.1

Q-2

FTD INPUT

* Five most mission critical occupations:

1. Electronics Engineering
2. Aerospace Engineering
3. Other Engineering and Science Occupations
4. Computer Specialists/Systems Analysts
5. Intelligence Research Specialists

* Number of FTD positions in these five occupational areas:

1. Electronics Engineering: 159
2. Aerospace Engineering: 139
3. Other Engineering and Science Occupations: 148
4. Computer Specialists/Systems Analysts: 64
5. Intelligence Research Specialists: 141

* FY87 attrition in these five occupation areas:

1. Electronics Engineering:

Total Attrition: 11 (7% of Elec Engrs, .9% of FTD work force)
- 4 to ASD at WPAFB
- 3 returned to college
- 2 retired
- 1 left the area
- 1 died

2. Aerospace Engineering:

Total Attrition: 4 (3% of Aero Engrs, .3% of FTD work force)
- 1 to another AF agency
- 1 to Army
- 1 retired
- 1 due to personal reasons

3. Other Engineering and Science Occupations:

Total Attrition: 6 (4% of other S&Es, .5% of FTD work force)
- 1 to DIA
- 1 to another gov't agency
- 3 retired
- 1 died

4. Computer Specialists/Systems Analysts:

Total Attrition: 5 (8% of Comp Specialists, .4% of FTD work force)
1 to another AF agency
1 to Army
2 to private industry
1 retired

5. Intelligence Research Specialists:

Total Attrition: 3 (2% of IRSs, .2% of FTD work force)
3 retired

Total Attrition for these five occupational areas: 29
(4% of population in these specialties, 2% of FTD work force)

** * While attrition in FTD is low, management's view is that those lost are among FTD's highest quality personnel.

* FTD's S&E manning is at 94% of that authorized. Overall, FTD is 98% manned. S&E manning has dropped since the end of FY87 from 97%. This is primarily due to two factors: (1) temporary hiring freezes during November and December 1987, and (2) the addition of 17 new authorizations 1 October 1987.

* The degree of coordination on recruitment between IC agencies:

From an FTD standpoint, there is little coordination between IC agencies on recruitment. FTD is the only intelligence organization in the Dayton area, and much of our hiring is done at the entry levels. Our primary recruiting sources are the local colleges and universities. We work with our servicing personnel office at the Aeronautical Systems Division to obtain applications. Our primary area of recruiting emphasis is the same as ASD's, scientists and engineers.

For most of the positions filled at the senior levels (GS/GM-13 through 15), we use DISCAS. Therefore, we do consider candidates from the rest of the intelligence community for these positions.

* College recruiting:

71% of FTD's S&E positions are filled at the entry level (GS-5 and GS-7).

80% of FTD's Computer Specialists/Analysts (GS-334) positions are filled at the GS-5 and GS-7 levels.

78% of FTDs Intelligence Research Specialists (GS-132) positions are filled at the GS-5 and GS-7 levels.

It is difficult to compete with private industry, particularly for the S&Es and computer professionals, because of the low government starting salaries. Supervisors perceive that this is a major factor in losing high quality candidates. (High quality for entry level applicants is often judged in terms of the highest GPA.) Also, benefits packages offerred by private industry are often more attractive that those of government.

Security requirements also make it difficult to compete. Private companies and other government agencies can make offers on the spot. We must go through a lengthy security process before an offer of employment can be made. This security process, along with the personnel paperwork processing, often takes six weeks. Often, the delay is longer is the supervisor does not aggressively pursue the hiring action.

The fact that little about the position can be described to the candidates is a recruiting disadvantage. While companies and other agencies may take the candidates on tours and provide them with detailed facts about the position, our process is limited to a generic interview and recruiting film.

* Anticipated changes in the work force skill mix:

Academic studies indicate that the scientific and engineering disciplines are becoming more interdisciplinary as technologies become more complex. This may bring about a change in emphasis in our hiring. Programs such as the Strategic Defense Initiative (SDI) and Directed Energy Weapons (DEW) may also dictate more emphasis on hiring applicants with backgrounds in physics.

Anderson/FTD/MCC/787-6011/13 June 1988

ESC

NAF ELECTRONIC SECURITY COMMAND (ESC) - Response to NAPA Staffing Questions

~~Critical Skill Shortages and Retention~~

Q-2
Q-3

1. Five most critical skill occupations: Electronics Engineer, Operations Research Analysts, Computer Science/Information Systems Management and Logistics Management Specialist
Staffing Level for last five years not immediately available.

2. Attrition data for past 5 fiscal years not immediately available. The loss of key personnel to industry and retirement is a major concern. Although no data is available, higher pay and retirement are the primary attrition factors.

3. The recent economic conditions in Texas have had a favorable impact on critical skill hiring goals. *

4. Primary recruitment sources for critical skill occupations are from within the current Federal workforce, residents of San Antonio and nationally for Engineers. Currently the availability and relative size of recruitment pools is adequate. Future capability will depend on local and statewide conditions.

5. Advanced in-hire rates, first duty station travel and special salary rates have been successful in attracting critical skill personnel.

6. There are four Air Force Bases, one Army Agency and numerous civilian agencies in the local area all of which are in competition for highly skilled personnel. No quantitative measures are available.

7. Currently there is no cooperative effort with other Intelligence Community agencies as regards hiring.

8. Pre-employment processing takes approximately 6 months as a result of security processing time. During this time, many critical skill positions remain vacant or the work required is picked up or divided among other employees as much as possible.

9. No data is available on cost per hire.

10. The quality of Critical Skill hires is measured in the same manner as all other employees, through annual performance appraisals. Employees lost through attrition are generally high quality personnel. *

11. No data exists to compare the quality of our critical skill hires to that of the private sector. Approximately 90-95% of Engineers are appointed under Superior Academic Achievement

12. None

13. As changes in mission and technology occur, skills considered mission critical will change. There will be a need to develop new sources for critical skills as mission and technology changes take place. Eventually there may be problems obtaining the skills in numbers required. *

Q-2
7-4

AIR FORCE INTELLIGENCE AGENCY (AFIA)
Air Force Special Activities Center (AFSAC)

Critical Skill Shortages and Retention.

1. Most critical skill occupations are in the 132 series, specifically HUMINT case officers and debriefers.

a. Significant vacancy problems were caused by:

(1) The low classification of these positions, particularly when compared with the classification of identical or similar positions in other agenies, and the resultant inability to compete for a very limited pool of people posessing the necessary basic qualifications, i.e., languages. As an example, in one program conducted jointly with two other agencies of the Intelligence Community, Air Force positions have traditionally been classified at the GS-12 level, while positions of the other agencies were classied one or two grades higher.

(2) The insistence to apply staffing policies and procedures for competitive positions to those in the excepted service.

b. Attrition rates have been uncommonly high. Reasons are obvious. Several agencies of the Community competing for a limited pool of highly specialized resources. So far as AFSAC is concerned, the other agencies were able to offer higher grades to employees completing language and specialized professional training. AFSAC has, at times, been compared as a training agency for HUMINT.

c. Hiring strategies have included advertising campaigns in service and commercial newspapers. Specific problems already addressed in a (1) above. Applying competitive rules and procedures to the staffing of excepted service positions, and the resultant buraucratic quagmire, have been the most damaging problems.

d. Since the critical positions in the 132 area require native or near native fluency in one or more particular languages, and since the traditional post WW II pool of potential employees - immigrants - has all but disappeared, retire military personnel have become the main recruitment sources for these critical skill occupations. Use of this source, however, creates problems in that the age, and thereby the tenure of these potential employees, is limited.

e. Except for the offer of employment in foreign countries (for some positions), and the potential of travel, we cannot offer any incentives.

f. The major competitive problems have been addressed above. To reiterate, they boil down to our inablitity to offer the same grades and pay often offered by other agencies for the same work; and to offer the same promotion potential. Another consideration is the small size of the workforce in Air Force HUMINT when compared, as an example, with those of Army HUMINT and CIA.

2-5

AIR FORCE CRITICAL SKILLS
Assigned Strength

	80	81	82	83	84	85	86	87
Intel Spec	327	331	351	330	355	405	438	480
Computer Spec / Computer Scientist	104	107	116	97	117	125	132	126
Scientist & Tech	105	104	108	94	108	107	100	104
Micro Biology								
Gen Phy Scientist								
Physics								
Chemist								
Oper Rec								
Mathematics								
Electronics Eng	159	171	174	174	202	215	230	236
Aerospace Eng	121	133	139	132	128	137	137	139
Other Engineers	55	53	60	58	72	79	77	83
Total Engineers	335	357	373	364	402	431	444	458

(Came with June 20, '88 note from Marilyn Hoover)

HEADQUARTERS UNITED STATES AIR FORCE

DIRECTORATE OF FORCE MANAGEMENT
ASSISTANT CHIEF OF STAFF INTELLIGENCE

DATE: 20 June 88

STAT MEMORANDUM FOR: [redacted]

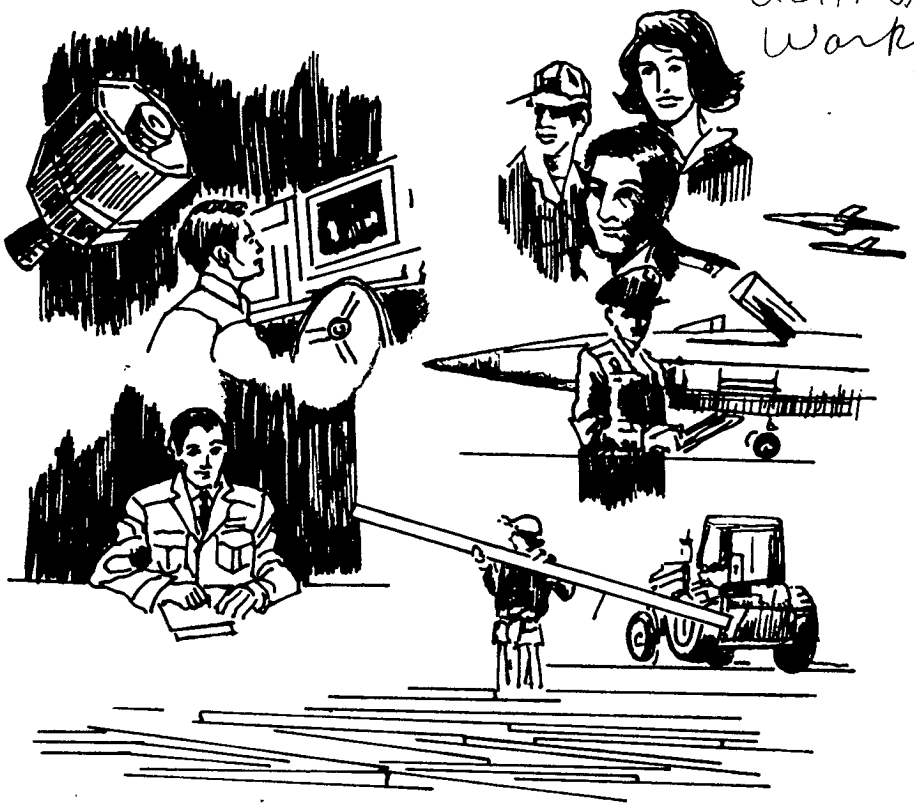
SUBJECT: Report on Air Force Manpower & Personnel - NAPA Study

The attached document contains interesting information and facts from an overall Air Force perspective. I think you will find it useful.

Martha Hooper
AF/INF
664-5423/4484

Q-2
7-6

USAF Info on Future Workforce Needs



CHAPTER 17: MANPOWER AND PERSONNEL (U)

1. (U) Introduction

a. (U) Future Total Force readiness and warfighting capabilities will be determined by the Air Force's ability to attract, train, utilize, and retain high quality, multi-skilled, disciplined, and motivated people in sufficient numbers to meet future manpower requirements. Significant economic and social changes now taking place have focused renewed interest on military manpower--its accession, training and employment. Among the relevant facts underlying this interest are the following: (1) strong popular support and political pressure to reduce the federal budget deficit; (2) an improved economy that is better able to provide satisfactory employment opportunities to enlistment-age individuals; (3) a shrinking national manpower pool of 17-23 year olds (the recruiting cohort) through the next decade; and (4) rapid technological changes mandating the accession and retention of sufficient numbers of individuals in critical military skill areas. The recruiting and retention

environment of the late 1970's emphasized that high quality, trained, and experienced people cannot be recruited out of high school or off the assembly line to meet immediate manpower needs. Training and experience represent years of investment that must be recouped through retention.

b. (U) As in the past, personnel management will continue to be influenced by the external environment. What follows is a summary of the known and anticipated changes that will increase the Air Force's demand for people and an assessment of those factors affecting the supply.

2. (U) The Changing Demand for People

(U) In the years ahead, the demand for people will be determined primarily by the warfighting strategy, the size of forces required to implement the strategy, and the sophistication of weapons used.

a. (U) Evolving Air Force Warfighting Strategies

(1) (U) Recent political, economic, and geostrategic developments have shifted our regional interests and created demands for new capabilities in support of national objectives. The next two decades will be dominated by a national security strategy that continues to recognize the global nature of U.S. interests and commitments. As a result, the Air Force must have significantly greater flexibility, readiness, mobility, and sustainability, and be prepared to operate in remote locations and in multiple theaters.

(2) (U) The development of a global response strategy has direct implications for future manpower requirements. First, such a strategy requires a combination of active and reserve components trained, equipped, and ready for rapid deployment to unspecified regions of conflict; and second, it will require multi-skilled people with the training, motivation, and ability to work independently.

b. (U) Force Size

(1) (U) The Air Force will be fiscally constrained through the foreseeable future. As a result, force size is expected to be evolutionary rather than revolutionary. New and evolving weapon systems such as the advanced technology bomber, advanced ICBMs, the advanced tactical fighter, and the Air Force's increased involvement in space; will require better utilization of our high quality people to operate and maintain these systems.

(2) (U) While space offers one of the greatest potential enhancements to overall military capabilities, it will also have

a significant impact on manpower, personnel, and training. The development of prototype and operational systems, the activation of the United States Space Command in 1986, and the likelihood of expanded Air Force involvement in programs such as the Space Transportation System point the way to even greater demands on manpower, personnel, and training supportability in the future. The technology involved in space operations will require personnel who possess a broad range of aptitude and ability, and increase the need for critical specialties such as communications, electronics, and satellite control.

c. (U) Implications for Future Forces

(1) (U) Forecast Manpower Levels

(U) Historically, manpower and force structure have varied due to changing public attitudes regarding the threat to our national security. The Air Force is now in the midst of force restructuring efforts and, based on recent congressional actions, the Air Force end strength will stabilize. Management initiatives such as base closures, mission consolidations, expansion of the Air National Guard and Air Force Reserve contribution to selected missions, and an active contracting program will continue as ways to offset increasing costs.

(a) (U) Enlisted Personnel Requirements

(U) Though enlisted force levels are programmed to stabilize through the planning period, the aptitude requirements for that force will be changing. Air Force operations in space and the continued expansion of computerization in administrative, personnel, logistics, and other support functions is likely to increase the requirement for people with high mechanical and electronic aptitudes. New electronic equipment will require people who can be trained to work with software and interact with computer based systems.

(b) (U) Officer Personnel Requirements

(U) Officer force requirements will remain relatively constant; however, the number of officers in operations and mission support areas--including electronic warfare officers, missile operations, aircraft and missile maintenance officers, engineer, and other technically trained and skilled officers--will increase based on forecasted growth in space operations, electronic combat, and command, control, and communications.

(c) (U) Civilian Personnel Requirements

(U) Civilian personnel requirements are expected to grow only slightly and will continue to represent a significant and stable portion of the Total Force through the next twenty years. As

with their military counterparts, civilians in the work force will require a blend of both technical and general skills.

(2) (U) Force Mix

(U) The Air Force will maintain a manpower mix in the future which reflects a stable balance of forces and people needed to meet mission requirements. The global response strategy, expanding roles and missions, and demographic and economic influences may necessitate role changes for the Air Reserve Forces.

(a) (U) Air Reserve Forces

(U) Over the past 15 years, the mission of the Air National Guard and Air Force Reserve has expanded, and current plans for rapid deployment depend heavily on the Selected Reserve's ability to deploy with and reinforce the active forces. The Air National Guard and Air Force Reserve, with approximately 19 percent of Total Force personnel, currently possess nearly 23 percent of all Air Force aircraft. This is possible in part because the active force absorbs a large portion of staff and overhead functions such as inspections; command, control, and communications; training; intelligence; education; and research and development. With the introduction of F-16, A-10, C-5, and KC-10 (reserve associate) and similar aircraft, the Air National Guard and Air Force Reserve will continue to modernize and share many operational missions with the active force.

(b) (U) Contracting

(U) Today, the Air Force is the largest user of contractors for commercial activities in the Department of Defense. Although the Air Force will continue to pursue contracting opportunities as a cost effective alternative, military imperatives will determine the role and extent of contracting in the force mix.

d. (U) Meeting the Increasing Demand for High Quality People

(1) (U) Manpower requirements will be affected to a large extent by the degree to which people considerations are designed and integrated into new weapons systems. To ensure an adequate balance between people and technology, while at the same time enhancing wartime capabilities, the Air Force must become more sensitive to operator-hardware integration. Although the trend is toward more complex hardware, the innovative application of technology could, make individual tasks easier to perform. Operators and maintainers would become more multi-skilled to perform the multiple functions required by the complex hardware. Integrating the generalist operator into increasingly complex systems should improve the flexibility of air power well into the 21st century.

(2) (U) Productivity has received and continues to receive emphasis throughout the federal government and is a recurring issue during congressional debates on military appropriation. Pressure on the services to reduce overall defense spending through increased productivity will continue through 2004. Ongoing Air Force productivity initiatives encompass the expansion of capital investment programs and are designed to stimulate individual, grassroots participation in identifying management and productivity improvements. Future Air Force manpower and personnel programs should continue to include ways to reduce costs or manpower requirements through improved productivity.

(3) (U) Congressionally imposed military manpower ceilings will continue during the planning period. While a formidable constraint to planners, manpower limitations often impair the ability of unit commanders and supervisors to accomplish their missions. Future Air Force supervisors must regularly reassess changing demands in order to accurately verify manpower requirements. Through effective stewardship at all levels, Air Force leaders must minimize adverse impacts and imbalances generated by manpower ceilings.

e. (U) Summary

(U) The Air Force manpower structure in the next century is expected to be about the same size as it is today, with the "attainable"/"affordable" structure continuing to be significantly different than the "desired" structure. Economic, political, and social influences will continue to constrain budgets throughout the Department of Defense. Expanding roles and missions and advances in technology will impact on total requirements. At the same time, outside pressure (from Congress, the Office of Management and Budget, the Office of the Secretary of Defense, etc.) to identify trade-offs will serve to temper manpower growth to more affordable and attainable levels. Thus, the demand for people through the planning period will require emphasis on the qualitative aspects of people management as the Air Force seeks to attract and retain people capable of operating and maintaining increasingly more complex weapon systems in a warfighting environment that demands rapid deployment, independent operations, and self-sufficiency.

3. (U) The Future Supply of People

(U) As the Air Force enters a period of changing/expanding roles and missions and the continued acquisition of high technology systems, the availability of trained and experienced people becomes more critical and hence, a potentially constraining resource. At the same time, the demand for high quality people is increasing. Demographic, political, social, and economic influences, as well as the growing competition

market, will further challenge the Air Force's ability to attract and retain the quality and quantity of people it will need.

a. (U) The Changing Society

(1) (U) The Air Force draws its people from society, and although we set and maintain a higher standard for our people than does society in general, the attitudes and values of Air Force people are inevitably a reflection of society as a whole. Socioeconomic influences create a dynamic push-pull relationship that, if unrecognized, can have far-reaching consequences on the Air Force's ability to attract and retain the kinds of people it will need in the future.

(2) (U) By the year 2000, women will make up at least half of the workforce, and wives will contribute over 40 percent of family income. The majority of women will probably continue to work in traditional roles, although opportunities in nontraditional professions are increasing rapidly. The percentage of wives of Air Force personnel working outside the home is growing at a more rapid rate than in the private sector; more than 43 percent of Air Force officer and 56 percent of enlisted wives are currently employed at least part-time. By the year 2000, between 60 and 70 percent of all Air Force wives are expected to be working either as basic wage earners or as professionals and careerists. As roots are established in the civilian community and as Air Force families become more dependent upon the spouse's income, it will be more traumatic, both economically and psychologically, for military families to move.

(3) (U) Resistance to moving within the Air Force has steadily increased and will continue to be a problem as housing and transportation costs escalate. Rising moving costs will exacerbate this trend. Though difficult to quantify, resistance to moving is present among Air Force people due chiefly to higher costs of the actual moving process and the desire for more family stability. The absence of fair and equitable reimbursement for these costs may have a devastating effect on retention if the reimbursement gap widens.

(4) (U) As a reflection of society, the Air Force family is changing and will continue to change over the next 20 years. Fragmentation of the traditional family nucleus into increasing numbers of separate households will continue. The number of single member parents will increase. The number of married military couples is also increasing, which will continue to challenge traditionally held views of mission over people. When the needs of the service come first, it can mean separating families or deploying a sole parent without his or her dependents; when, on the other hand, if those individuals are

ven special treatment, it can lead to perceptions of injustice d resentment by others. In either case, what is ultimately at ake is overall readiness.

b. (U) The Growing Competition for People

(1) (U) The forecast decline in the cohort population ay intensify the competition between potential employers for the vailable resources. As critical skill shortages grow in the rivate sector, wage and benefit level increases will be a ignificant factor in attracting and retaining quality people. his skill shortage will make Air Force retention and experience evels more vulnerable to the private sector supply and demand nvironment.

(2) (U) Air Force retention will also be pressured by industrial expansion and the corresponding demand for increased hiring in the private sector. The increased private sector demand for skilled people may offer attractive alternative employment options for experienced military technicians, particularly those with skills which are transferable to the private sector. The Air Force's growing involvement in space and the continued expansion of computer and satellite technology will also provide potentially fertile ground from which private sector employers will attempt to draw Air Force people skilled in high demand, high technology areas.

(3) (U) Automation in the work place and other technological developments cannot proceed without engineering design, development, and application. The supply of engineers may become critical, considering that the growing cost of education, together with faculty and facility shortages in the United States, may limit the future production of engineers. Technological expansion will continue to challenge the Air Force's ability to attract and retain high quality engineers.

c. (U) Conclusions

(1) (U) The future holds a classic manpower supply and demand struggle. At the same time Air Force manpower requirements are projected to increase, there will also be a growing demand for more technically competent and multi-skilled people throughout the total force. In this evolving era of technology, high quality people will be the essential ingredient in assuring total force readiness.

(2) (U) Attracting and keeping the right number of people for the Air Force could be increasingly difficult due to the declining youth cohort and the growing competition with the private sector and the other Services for high quality people. A more demanding manpower environment is already developing, as a result of an improved economy, lower unemployment rates, fiscal

compensation environment. Although the manpower supply will increase toward the end of the planning period, dramatic innovations in Air Force personnel policies may be needed to respond to these challenges.

4. (U) Air Force Objectives and Candidate Strategies

(U) The Air Force faces many challenges in meeting its future personnel requirements. These challenges must be aggressively and successfully met by not only ensuring that we have adequate numbers of people, but by also ensuring that our people are better prepared, more committed, and more capable than any adversary's. While the technical, the quantitative, and the measurable are amenable to the analysis and design of defense postures, it is the commitment, skill, and resourcefulness of the warrior that ensures victory. A major task before us is to instill the warrior spirit into every member of the Air Force. Skilled and motivated people are the Air Force's most important resource--both in peace and in war.

a. (U) Objective

(U) Be competitive in the personnel market in order to attract sufficient high quality people to meet future Total Force needs.

(1) (U) Candidate Strategies

(a) (U) Provide adequate recruiting resources.

(b) (U) Support Air Force public image programs.

(c) (U) Ensure female accessions representation.

(d) (U) Ensure minority accession representation.

(e) (U) Access more multiple aptitude people who can be retrained into electronic aptitude skills as they enter the career force.

(g) (U) Establish a coordinated Total Force effort to attract people to fill chronic shortage skills requirements.

b. (U) Objective

(U) Achieve a quality of life for Air Force members, and their families, that ensures adequate retention rates to meet the needs of the Service.

(1) (U) Candidate Strategies

(a) (U) Aggressively pursue compensation and entlement initiatives which enhance Total Force retention.

(b) (U) Reduce PCS turbulence and increase assignnt stability.

(c) (U) Pursue on-base programs which improve the uality of life for Air Force people and their families.

(d) (U) Increase awareness of, and responsiveness o, family issues.

c. (U) Objective

(U) Establish the tools and programs that will permit broad management of Total Force manpower to ensure needs are met.

(1) (U) Candidate Strategies

(a) (U) Develop improved manpower forecasting techniques with respect to new weapons systems and wartime mission requirements.

(b) (U) Strive toward the application of technology and improve management practices to increase individual productivity.

(c) (U) Pursue manpower, personnel, and training research to improve the testing, classification, and utilization of personnel.

(d) (U) Actively pursue programs that reduce the requirement for uniformed personnel, particularly in support roles that do not degrade combat capability.

(e) (U) Ensure adequate aircrew experience in flying units, rated leadership development, and rated presence in staff and support positions.

(f) (U) Ensure civilian personnel management practices are geared toward sustaining civilian employee morale, productivity, and retention.

(g) (U) Ensure that personnel planning, programming, and policy decisions are viewed from both a Total Force and a warfighting perspective.

d. (U) Objective

(U) Instill the "warrior spirit", in every Air Force member

emphasizing capability, commitment, and resourcefulness in combat.

(1) (U) Candidate Strategies

(a) (U) Emphasize institutional values and the inherent distinctiveness of the Air Force as a profession rather than an occupation.

(b) (U) Emphasize military values and professional development in all education and training activities.

(c) (U) Create an environment that encourages leadership and decision making at the lowest level and that provides more opportunities to lead.

5. (U) Summary and Conclusions

a. (U) A convergence of the declining youth population, anticipated private sector industrial growth, and projected requirements in critical skills could present significant personnel challenges. Increased competition for scarce human resources may require the Air Force to expand recruiting markets and develop more competitive recruiting and retention incentives.

b. (U) Air Force readiness is dependent on having the proper number of people trained in the right skills to operate, maintain, and support our complex weapons systems and expanding roles and missions. The Air Force must develop personnel policies and programs which better utilize people. External (socioeconomic, demographic, etc.) and internal Air Force influences and trends must be integrated into these policies and programs. Additionally, manpower, personnel, and training requirements and constraints must be considered at the earliest stages of weapon system and support equipment design. The Air Force will then remain able to provide the manpower necessary to meet operational and readiness requirements in a period of force growth, increased technological change, and increasing world tensions.

Q-2
2-7

	AF/IN	AFIA	ESC/AFEWC/JEWC	FTD	Fst Green	MAC	PACAF	TAC	AFLC	AAC	SAC	SPACECMD	3450 TCHTW	AFSC	NGB	AFOTEC	AFCC	USAFE	AFRES	TOTAL
ESTIMATED ICDP POPULATION																				
0132 POPULATION																				
Intel Res/Opns (132)	7	139	98	142		6	3	20	5	2	28	8		23	119			7	39	646
S-T POPULATION																				
Gen Engr (801)			5	45																50
Materials Engr (806)				2	1															3
Architect Engr (808)			1	1																2
Civil Engr (810)			2															1		7
Mech Engr (830)			5		1															4
Nuclear Engr (840)			2		2															2
Electl Engr (850)			2																	2
Electr Engr (855)		2	97	156	2									5				6		268
Aerosp Engr (861)		1		136										2						139
Chemical Engr (893)				2																2
Indust Engr (896)			1	3																4
Attorney (905)			1																	1
Gen Phy Sci (1301)		1	6	3	5															15
Physicist (1310)			5	26	5															36
Geophysicist (1313)			9		11															20
Chemist (1320)			1	11	1															13
Cartographer (1370)		2										1					2			2
Opns Res Spec (1515)			20	5								4								26
Mathematician (1520)			1	40																47
Statistician (1530)					1															1
Computer Sci (1550)			20	5						2							2			29

Air Force Staffing Survey, by occupation, April 1988

INTEL RELATED SERIES CURRENTLY REPRESENTED IN ICDP*		AF/IN	AFIA	ESC/AFEWC/JEWC	FTD	Fst Green	MAC	PACAF	TAC	AFLC	AAC	SAC	SPACECMD	3450 TCHTW	AFSC	NGB	AFOTEC	AFCC	USAFE	AFRES	TOTAL
Gen Admin	(301)	1	3	20	8	1	1	1	1						2	2					40
Computer Spec	(334)	1	3	38	62	1		7				2	4	1					4		123
Program Mgmt	(340)															1					1
Mgmt Analyst	(343)		1	15	7		1														24
Mgmt Asst	(344)		1	8	4																13
Prog Analyst	(345)	2	3	45	19		4						2	1					3		79
Logistics Mgt	(346)			44		2													2		48
Comm Mgmt	(391)		3	8														3			14
Budget Officer	(560)	2	1	8	1	1													1		14
Gen Art/Info	(1001)				15																15
Illustrator	(1020)			8	12	1			1					6							28
Language Spec	(1040)		7		15																22
Photographer	(1060)		1	4	13				1			1		5					1		26
Editor	(1082)			12	7																19
Tech Writ/Ed	(1083)			16	2	4															22
Visual Info	(1084)		9	7	13				3			7		1					2		42
Contract Anal	(1102)			23	2	2															27
Librarian	(1410)			1	1																2
Tech Info	(1412)		1		51							1		2	2						57
Equip Spec	(1670)			35	4																39
Prof of Intel	(1710)													1					1		2
Instr of Intel	(1712)													65							65
SUBTOTAL		13	178	568	813	41	12	11	26	5	4	39	19	82	34	122	0	7	28	39	2041

*NOT ALL POSITIONS LISTED UNDER THE COMMANDS ARE CURRENTLY IN THE ICDP. THIS IS A REPRESENTATIVE LIST OF WHICH OCCUPATIONAL SERIES ARE COVERED BY THE ICDP - AND THE NUMBER OF POSITIONS, BROKEN OUT BY COMMAND, THAT COULD MEET THE REQUIREMENTS AND BE COVERED.

	AF/IN	AFIA	ESC/AFEWC/JEWC	FTD	Fst Green	MAC	PACAF	TAC	AFLC	AAC	SAC	SPACECMD	3450 TCHTW	AFSC	NGB	AFOTEC	AFCC	USAFE	AFRES	TOTAL
INTEL CLERK/SECURITY SPEC																				
Intel Clerk (134)		5	4	54		1		1						10	45					120
Security Admin (080)		26	18	17	1	9	9	2	1		5	1	2	62		8		19		180
OTHER INTEL SUPPORT																				
Saf/Occ Health (018)			2	1																3
Fire Pro/Prev (081)			1																	1
Guard (085)													4							4
Intl Relations (102)					1															1
Intl Rel Spec (131)			1		1															2
Historian (170)		1	2	1																4
Social Worker (185)			2																	2
Recreation Sp (188)			2																	2
Recreation As (189)			3																	3
Personnel Mgmt (201)	1		9																	9
Personnel Clk (203)			7																	7
Military Pers (204)		1	3																	4
Mil Pers Mgmt (205)			4			1														5
Pers Staff (212)			3																	3
Psn Class (221)			4																	4
Empl Relations (230)			3																	3
Empl Develop (235)			2																	2
Msgr/Motor Veh (303)	1	2	13	16		15							1	1				1		50
Info Recep (304)				2																2
Mail Clerk (305)		1	1	4																6
Clerk/Steno (312)			4	1																5
Secretary (318)	8	35	229	61	35	2		19			28	7	14	12		1		4		455
Clerk/Typist (322)		12	13	71	4	3							1		6					110
Comptr Optr (332)			1	18																19
Computer Asst (335)			6	11	1							4						3		25
Admin Officer (341)	1		1																	2

	AF/IN	AFIA	ESC/AFEWC/JEWC	FTD	Fst Green	MAC	PACAF	TAC	AFLC	AAC	SAC	SPACECMD	3450 TCHTW	AFSC	NGB	AFOTEC	AFCC	USAFE	AFRES	TOTAL
Admin Spt Svc (342)			3					1							1					5
Printing Clk (351)			1																	1
Comm Tech (392)			1																	1
Comm Spec (393)		1	5														2			8
Financial Admin (501)		1	2	1																4
Accountant (510)			2																	2
Accounting Tech (525)			2																	2
Budget Asst (561)			1																	1
Indust Hyg (690)			1		1															2
Engr Tech (802)					2															2
Engr Draftsman (818)			4	19																23
Electr Tech (856)			69	12														4		85
Engr Tech (899)				3																3
Legal Tech (986)			1																	1
Phys Sci Tech (1311)			4		6															10
Cartograph Tech (1371)							1													1
Photo Tech (1386)				1							1									2
Phys Sci Train (1399)				1																1
Public Affairs (1035)			2		1															3
Translating Ast (1046)				21																21
Audio/Vis Prod (1071)								1												1
Editor (1087)		1	13	11	3								8							36
Gen Buss Admin (1101)			1																	1
Purchasing Agt (1105)			2																	2
Procurement Ast (1106)			2																	2
Production Ctl (1152)			1					1												2
Library Tech (1411)	1	1	3	12																17
Facility Mgmt (1640)				1																1
Printing Mgmt (1654)			1	2																3
Education Tech (1702)			1		1								3							5
Investigator (1810)			1		1															2
Criminal Inves (1811)																1		1		2

	AF/IN	AFIA	ESC/AFEWC/JEWC	FTD	Fst Green	MAC	PACAF	TAC	AFLC	AAC	SAC	SPACECMD	3450 TCHTW	AFSC	NGB	AFOTEC	AFCC	USAFE	AFRES	TOTAL
Quality Assur (1910)			5																	5
Gen Supply (2001)			5																	5
Supply Mgmt (2003)			6																	6
Supply Tech (2005)		1	38	5											7			1		52
Inventory Mgt (2010)		1	30	1														1		33
Dist Mgmt (2030)			4																	4
Packaging Spec (2032)			2																	2
Supply Catal (2050)			7																	7
Travel Asst (2132)			2																	2
Elec Mechanic (2604)			25																	25
El Dit Mech (2608			2																	2
Electrician (2805)				2											6					8
Optical Ins Rp (3306)				4																4
Machinist (3414)			2																	2
Laborer (3502)		1																		1
Custodial Wkr (3566)			21																	21
Brais/Solder (3720)			5																	5
Print Gen For (4401)			1	6																7
Bindery Wkr (4402)			4	11																15
Hand Composing (4403)			1																	1
Neg Ingraving (4413)			2																	2
Offset Photo (4414)			2	3							2									7
Plate Maker (4416)			1																	1
Offset Press (4417)			8	5				1												14
Woodcrafter (4605)				3																3
Carpenter (4607)			4																	4
(4701)				1																1
Model Maker (4714)				1																1
Maint Mech (4749)				3																3
Film Pro Eq Rp (4839)															26					26
Gardener (5003)			2																	2
Air Cond Eq (5306)															12					12

	AF/IN	AFIA	ESC/AFEWC/JEWC	FTD	Fst Green	MAC	PACAF	TAC	AFLC	AAC	SAC	SPACECMD	3450 TCHTW	AFSC	NGB	AFOTEC	AFCC	USAFE	AFRES	TOTAL
Print Eq Optr (5330)			1																	1
Paper Plup Op (5455)			4																	4
Motor Veh Opt (5703)			1																	1
(5401)				1																1
Gen Equip Ex (6901)			8	3																11
Warehouse Wkr (6907)			25	2																27
Mtl Sort/Class (6912)			1																	1
Motion Pic Dev(9004)															32					32
TOTAL	25	268	1247***	1205	99	43	21	52	6	4	75	31	115	119	257	10	9	62	39	3687
Est % Covered by ICDP	52%	66%	46%	67%	41%	30%	52%	50%	83%	100%	52%	61%	71%	29%	47%	0%	78%	45%	100%	55%
Apr 88 Assigned Strength	22	234	1258	1198	99															
Apr 88 Authorized Strength	25	268	1322	1221	92															

**NOTE: Some of these positions could be covered by CIPMS especially those at ESC who will meet the requirement set forth in AF/DPC message "Positions in Cryptologic Intelligence Activities, the incumbents of which spend a major portion of their time on intelligence functions" and "Technical positions involving the application of engineering, physical, or technical sciences to intelligence positions; and professional positions, the incumbents of which spend a major portion of their time on intelligence functions." Commmanders of intelligence functions working with their civilian personnelist should have the final determination on which positions meet the criteria for coverage.

***ESC figures are based on assigned as of May 87.

April '88 Assigned

22
234
1258
1198
99

2,811

Apr '88 Auth

25
268
1322
1221
92

2,928